

CPCM全真問題集、CPCM技術問題



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>> CPCM全真問題集 <<

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NCMA Certified Professional Contracts Manager 認定 CPCM 試験問題 (Q174-Q179):

質問 # 174

_____ apply(ies) to all potential and current contract managers. The blended and balanced implementation of these competencies will fortify the technical competencies of contract management.

- A. Guiding Principles competencies
- B. The Learn competency
- C. Pre-Award, Award, and Post-Award competencies
- **D. Leadership and Management competencies**

正解: D

解説:

The correct answer is D (Leadership and Management competencies) because, within the NCMA Contract Management Body of Knowledge (CMBOK), these competencies are designed to apply universally to all contract management professionals, regardless

of their specific role, experience level, or phase of the contract lifecycle in which they operate. Leadership and management competencies form the foundational behavioral and organizational capabilities that enable contract managers to effectively apply technical skills.

These competencies include areas such as communication, decision-making, problem-solving, teamwork, strategic thinking, and ethical conduct. They are essential for successfully executing responsibilities across all phases-pre-award, award, and post-award-because contract management is not purely technical; it requires coordination with stakeholders, negotiation, performance oversight, and conflict resolution.

The phrase "blended and balanced implementation" highlights that technical competencies alone are insufficient. A contract manager must integrate leadership and management skills to ensure successful outcomes, drive organizational objectives, and maintain strong relationships with internal and external stakeholders.

Option A (Guiding Principles competencies) refers to overarching standards like integrity and compliance, but they are not described in CMBOK as the universal competencies strengthening technical skills. Option B refers to lifecycle phases, not competencies. Option C (Learn competency) focuses on continuous improvement, but it is not the primary universal competency set described in this context.

Thus, Leadership and Management competencies are critical enablers that strengthen all other areas of contract management.

質問 # 175

Revenue from rendering services is recognized when _____.

- A. a prime contractor pays a subcontractor
- B. the contract is signed
- C. services are completed and billed
- D. a contract specifies revenue should be recognized

正解: C

解説:

The correct answer is D (services are completed and billed) because, under standard accounting principles reflected in the NCMA Contract Management Body of Knowledge (CMBOK), revenue recognition follows the accrual basis of accounting, which requires that revenue be recognized when it is earned and realizable, not merely when a contract is signed or cash is received.

For service-based contracts, revenue is considered earned when the services have been performed in accordance with the contract requirements. Billing typically accompanies or follows completion, providing evidence that the service obligation has been fulfilled and that payment is due. This ensures that financial statements accurately reflect actual performance rather than anticipated or incomplete work.

Option A is incorrect because while contracts may include terms related to payment, they do not override standard revenue recognition principles. Option B relates to internal payment flow and does not determine when revenue is recognized. Option C (the contract is signed) represents agreement formation, not performance or earning of revenue.

CMBOK emphasizes the importance of accurate financial reporting and performance measurement.

Recognizing revenue only when services are completed ensures transparency, supports proper cost and performance tracking, and aligns financial outcomes with actual contract execution.

質問 # 176

_____ is the ability to use what was learned to solve new problems, answer new questions, or facilitate learning new subject matter.

- A. Behavior
- B. Retention
- C. Reaction
- D. Transfer

正解: D

解説:

The correct answer is D because, within NCMA CMBOK and learning theory principles applied in the Learn domain, transfer refers to the ability to apply knowledge, skills, and competencies gained in one context to new and different situations. This is a critical indicator of effective learning, as it demonstrates that the individual has not only understood the material but can also adapt and use it in real-world contract management scenarios.

CMBOK emphasizes that true competency development goes beyond knowledge acquisition (retention) and focuses on practical application. Transfer enables contract managers to solve new problems, make informed decisions, and respond to changing

environments-key requirements in managing complex contracts across the lifecycle.

Option A (Behavior) refers to the observable application of learning but does not fully capture the concept of applying knowledge to new or different contexts. Option B (Retention) is the ability to remember information, which is necessary but insufficient for competency. Option C (Reaction) relates to how learners respond to training experiences, not how they apply knowledge.

Thus, consistent with CMBOK learning and development principles, transfer is the most accurate term, as it reflects the practical and adaptive use of learned competencies, which is essential for effective contract management performance.

質問 # 177

Scenario 5.0: 1

Offeror C contested the exclusion of its proposal from the competitive range under a request for proposals (RFP) issued by the buyer for "aircraft logistics, integration, configuration management, and engineering" (ALICE) services. The seller would provide personnel to work at a buyer's location, and the buyer would direct all work and "establish work hours consistent with meeting the mission at each contract location." The RFP provided an estimated level of effort, and offerors completed a pricing model spreadsheet.

Proposals were to be evaluated on mission suitability, past performance, and cost/price. The mission suitability and past performance factors were approximately equal in importance, and each was more important than cost/price. The purpose of the mission suitability factor was to determine the offeror's ability to provide the required personnel at the required work hours to fulfill the contract need. It included several subfactors: management approach, overall management approach, staffing approach, and contract phase-in approach.

Offeror C argued that the buyer unfairly assessed a management approach weakness for failing to show a plan for complying with required work schedules and break times, failing to consider that the buyer establishes work hours consistent with mission needs, and failing to consider the buyer's intention to have night shift work on Sundays. Offeror C's proposal had discussed its approach to managing scheduling and breaks and stated that it would comply with collective bargaining agreement requirements. The buyer nevertheless judged the approach inadequate because it did not explain how Offeror C would enforce worker compliance, comparing the plan to a highway speed-limit sign that does not ensure motorists will not speed. GAO found that the RFP required offerors to explain their approaches to ensuring flexible scheduling and required breaks, but did not reasonably disclose that offerors also had to propose an enforcement mechanism.

Question:

What is the main purpose of a pre-award debriefing following an offeror's elimination from the competitive range?

- A. To find out what elements of the offeror's proposal may have been misunderstood.
- **B. To provide information concerning the result of the evaluation of significant elements in the offeror's proposal.**
- C. To provide a complete analysis of the relative strengths and weaknesses of the offeror's proposal compared to that of the successful offerors.
- D. To provide the unsuccessful offeror with information about the proposals in the competitive range.

正解: B

解説:

The correct answer is C because, according to NCMA Contract Management Body of Knowledge (CMBOK), the primary purpose of a pre-award debriefing is to inform an eliminated offeror about the evaluation results of its own proposal, particularly regarding significant elements such as strengths, weaknesses, deficiencies, and overall rating.

CMBOK emphasizes that pre-award debriefings are more limited in scope than post-award debriefings. They are intended to provide constructive feedback to the offeror so that it understands why it was excluded from the competitive range, while still protecting the integrity of the ongoing procurement process. This includes avoiding disclosure of sensitive information about other offerors or the comparative evaluation.

Option A is incorrect because a debriefing is not intended for the offeror to challenge or investigate misunderstandings, although clarification may occur. Option B is incorrect because information about competing proposals is restricted during pre-award debriefings. Option D is incorrect because detailed comparisons with successful offerors are typically reserved for post-award debriefings, not pre-award.

CMBOK highlights that effective debriefings promote transparency, fairness, and improved future proposals, while maintaining confidentiality and protecting the integrity of the source selection process during the pre-award phase.

質問 # 178

Garrett's contract management model reflecting the seller's activities consist of which of the following phases:

- A. Contract close-out
- **B. All of the above**

